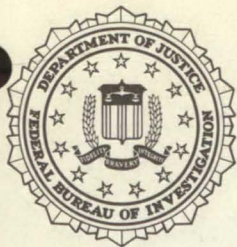
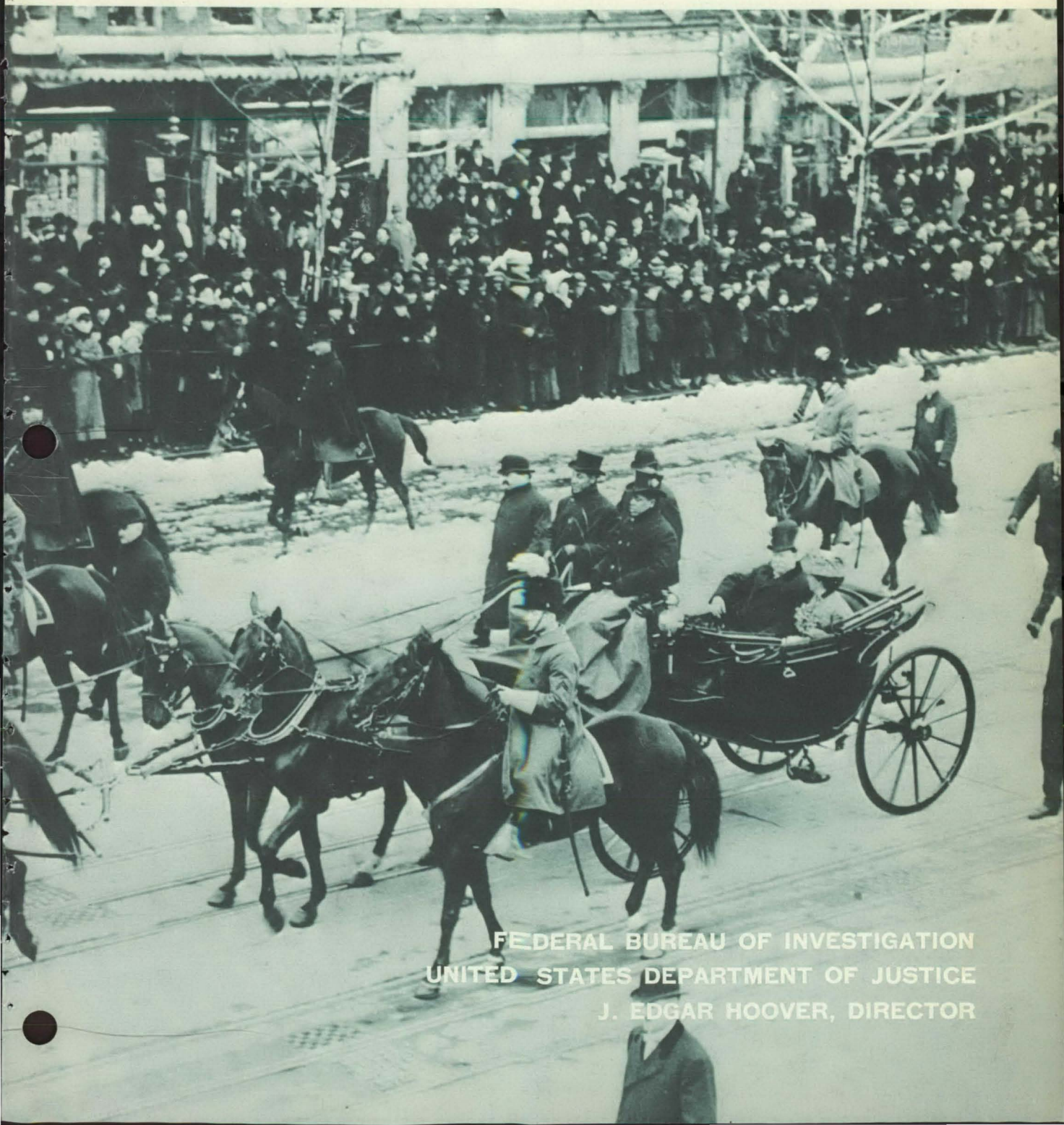


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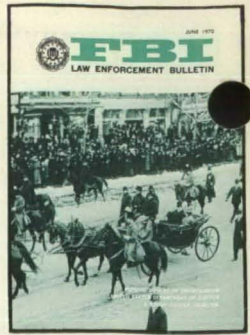
## LAW ENFORCEMENT BULLETIN



FEDERAL BUREAU OF INVESTIGATION  
UNITED STATES DEPARTMENT OF JUSTICE  
J. EDGAR HOOVER, DIRECTOR

JUNE 1970

VOL. 39, NO. 6



THE COVER — *The Secret Service provides protection for President William Howard Taft during the 1909 inaugural parade. He was the second President to receive such service. See page 2.*

# FBI

LAW ENFORCEMENT BULLETIN

## CONTENTS

<i>Message From Director J. Edgar Hoover . . .</i>	<i>1</i>
<i>The United States Secret Service, by James J. Rowley, Director, United States Secret Service, Washington, D.C. . . . .</i>	<i>2</i>
<i>The National Police Olympics, by Stanley Turtle- taub, Director, National Police Olympics, New York, N.Y. . . . .</i>	<i>7</i>
<i>Parents Responsible for Children's Crimes . .</i>	<i>11</i>
<i>Crime and the Credit Card, by Milton Lipson, Vice President, Corporate Security, American Express Co., New York, N.Y. (Part 1) . . .</i>	<i>12</i>
<i>Crowd Control for a Small Community, by C. Ron Cutting, Chief of Police, Bozeman, Mont. . .</i>	<i>16</i>
<i>Youth Crime . . . . .</i>	<i>21</i>
<i>Discipline as a Supervisory Responsibility . .</i>	<i>22</i>
<i>Investigators' Aids . . . . .</i>	<i>29</i>
<i>Wanted by the FBI . . . . .</i>	<i>32</i>

Published by the  
FEDERAL BUREAU OF INVESTIGATION  
UNITED STATES DEPARTMENT OF JUSTICE  
Washington, D.C. 20535



# MESSAGE FROM THE DIRECTOR . . .

. . . To All Law Enforcement Officials

AN OLD PROVERB says that a fool, among other things, may be known by his anger without cause, his speech without profit, his change without progress, and his inquiry without object. Today some of the theories being advanced for "watching" and "containing" law enforcement would suggest that, in addition to these quirks, fools may also be known for their lack of commonsense and judgment.

Crime terrorizes many communities throughout the country. In some areas, people are afraid to be on the streets, particularly at night. It would seem, therefore, that preventing crime and helping police to bring violators to justice would be a primary and reasonable concern of all citizens. Unfortunately, the light of reason blinds some people.

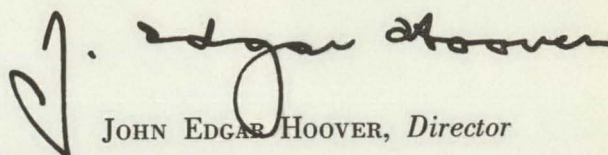
Groups have been established to gain "community control" over police departments. Some, receiving financial support from well-meaning but misled organizations, have set up "police watching" programs. Some spokesmen advocate that each city ghetto be given public funds and authorization to form its own racially segregated police force. Others say college youth should not be subjected to contacts by police officers, and that only specially trained, highly paid, unarmed, elite police forces should be used to handle civil

demonstrations. If these ideas and techniques seem half-baked, it is because they are. But the intent of those who foster such schemes is clear. They want to negate the rule of law. To do this, they must first create public distrust of and ill will toward those who enforce the law.

"Police watchers" and self-styled law enforcement reformers have no place in our society. Their altruistic mouthings are a front and a sham, for they have already prejudged law enforcement as an enemy to their nihilistic cause. Their real objective is to intimidate and harass police. They care nothing about public protection and orderly due process. They seek special privileges which place them above the law and commit abuses which encroach on the rights of others.

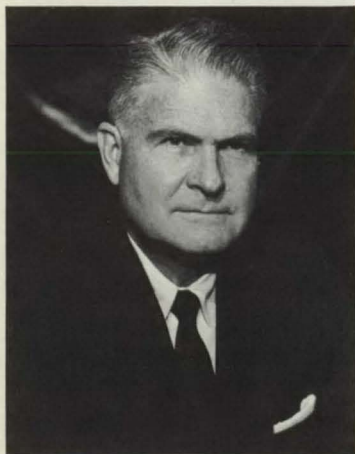
Civic-minded groups and individuals who are fed up with gimmicks and attacks against our established principles and lawful processes should rally to the support of law enforcement. Our system of government provides adequate and proper safeguards for remedial action against indiscretions of policemen. Certainly, we do not need to resort to sidewalk kangaroo courts made up of militants and malcontents who cannot even discipline themselves. Further, we should remember that frequently those who defy the law are prone to criticize and attack agencies charged with enforcing it.

JUNE 1, 1970

  
JOHN EDGAR HOOVER, *Director*



# The United States Secret Service



By  
**JAMES J. ROWLEY**  
Director,  
United States Secret Service,  
Washington, D.C.

**D**uring the early months of the war between the States, counterfeiting was virtually limitless in our country. There were estimates that as much as one-third of the currency in circulation was counterfeit.

At that time, there were about 1,600 State banks throughout the Nation printing currency with each bank designing its notes differently. In add to the confusion, each denomination carried a different design, making it difficult to detect one of the 4,000 varieties of counterfeit notes from the 7,000 varieties of genuine notes.

With the adoption of the new national currency in 1863, Government sources felt the problem was over. This national currency, however, was soon counterfeited and the counterfeits circulated so extensively that the Government was finally driven to take enforcement measures to protect the economy.

## *Beginning*

As a result, on July 5, 1865, the Secret Service was created as a bureau of the Treasury Department, making it the first general Federal law enforcement agency.



During the inaugural parade, January 20, 1969, Secret Service Agents formed a protective barrier around President Nixon.

Within the next decade, counterfeiting was substantially reduced and the crime brought under control.

In its early years, the Secret Service, being the principal general law enforcement agency of the U.S. Government, was often requested to perform a variety of assignments and to conduct investigations which were later assigned to other agencies of the Government. These investigations included the Teapot Dome oil scandals, the Ku Klux Klan, Government land frauds, and uncovering espionage activity during the Spanish-American War and World War I.

After the assassination of President McKinley at Buffalo, N.Y., in 1901, the Secret Service was assigned to protect President Theodore Roosevelt. Legislation was not provided for this protective function, however, until

1906 when Congress passed an act authorizing the Secret Service to protect the President of the United States.

Protective responsibilities have expanded since 1907 to include the Vice President, President-elect, Vice President-elect, President's immediate family, a former President and his wife, widow and minor children of a former President, and major presidential and vice presidential candidates.

Occasionally, other protective duties are assigned to the Secret Service for temporary periods of time.

In December 1941, for example, the Secret Service was chosen to protect the originals of priceless historical documents, including the Declaration of Independence, the Constitution of the United States, the Gutenberg

Bible, Lincoln's Second Inaugural Address, and the Lincoln Cathedral copy of the Magna Carta. While under Secret Service protection, these documents were taken from the Library of Congress in Washington to a place of safety. As the war neared its end, these documents were returned to Washington by the Secret Service.

The Service was also in charge of protecting the United Nations' Charter when it was moved from San Francisco to the State Department in Washington, D.C., in April 1954.

The most recent assignment of this type was safeguarding the priceless painting of "Mona Lisa" by Leonardo da Vinci during its stay in the United States from December 1962 to March 1963.

The duties of the Secret Service are defined by Title 18 of the United States

Code, Section 3056. They are:

To protect the President of the United States and members of his immediate family, the President-elect, the Vice President or other officer next in the order of succession to the Office of the President, the Vice President-elect, a former President and his wife during his lifetime, the widow of a former President until her death or remarriage, and minor children of a former President until they reach 16 years of age, and major presidential candidates.

To detect and arrest offenders for counterfeiting the coins, currency, stamps, and other obligations and securities of the United States.

Suppression of forgery and fraudulent negotiation of Government checks, bonds, and other obligations or securities of the United States.

Conduct investigations relating to certain criminal violations of the Gold Reserve Act of 1934; the Silver Purchase Act; the Federal Deposit Insurance Act; the Federal Land Bank Act; the Home Owners Loan Act; and the Government Losses in Shipment Act.

### ***Protective Responsibilities***

Measures for protecting the President of the United States are far more intricate than most individuals realize.

A coordinated system of protective forces, protective intelligence, liaison, and technical security makes up the team that protects the President and others.

Protective planning begins when agents are assigned the duty of planning and executing the security arrangements in advance of a protectee's visit. The advance agent coordinates with the Special Agent in Charge of the district field office in making all necessary studies, evaluations, and preparations.

The advance security preparations include establishing an outer perimeter of security. This means that advance teams survey the area to be visited by the protectee, and they determine the security and safety preparations that will be required. The advance team is also responsible for the placement and the briefing of the manpower for their protective assignments. Other advance arrangements, including designation of emergency sites such as hospitals, routes of evacuation and relocation sites, are also made.

The protective mission is controlled by a command post which serves as a

vantage point and communications center for controlling security. A command post reports as well as receives information pertinent to the protective assignment.

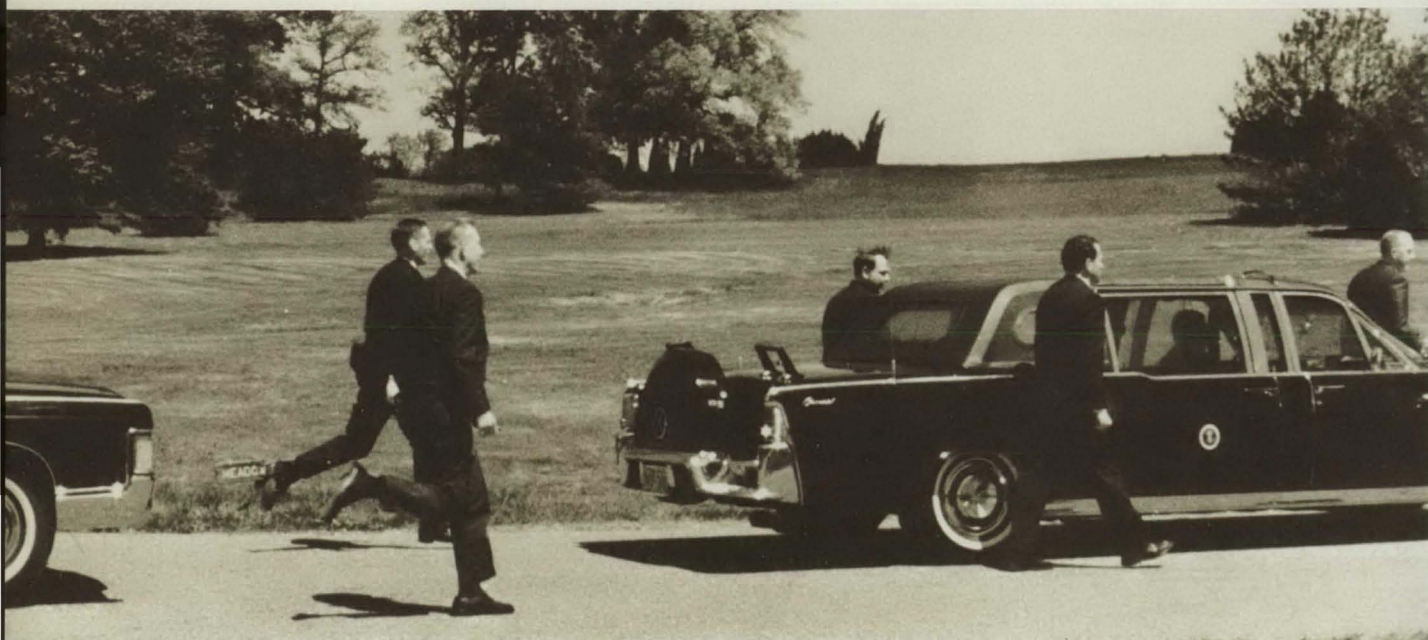
Before any visit of a protectee, the Secret Service conducts briefings so that all those participating in the protective activity are informed as to their particular assignments.

### ***Protective Intelligence***

The Office of Protective Intelligence supports our various protective divisions. Protective Intelligence is responsible for the collecting, evaluating, coordinating, storing, and disseminating of protective security information and maintaining coordination and cooperation with other agencies assisting the Secret Service in this function. Protective Intelligence also conducts the manual and electronic surveys to establish and maintain a safe environment for the President.

Without the cooperation of Federal, State, and local law enforcement agencies, as well as interested citizens, our protective responsibility would be

Secret Service Agents are shown here in a training exercise in motorcade protective procedures and techniques.



PRIVATE



COUNTERFEIT

GENUINE

An enlarged portrait comparison of a genuine note with that of a counterfeit specimen points up the imperfections in the counterfeit note.

an extremely difficult task. The Secret Service is most grateful for the excellent assistance received in accomplishing its protective mission.

An example of such assistance is evident in a protective intelligence case which began in 1957. An individual with a history of mental illness had been filing complaints with the Army Board for Correction of Military Records. He was obsessed with the idea that he had been wrongfully given a general discharge, for medical reasons, and that he should be given a 100-percent veteran's disability and allowed to re-enter the Army.

He also complained that the right side of his face had been crushed while boxing for the U.S. Army and believed that he had been disfigured.

He appeared several times at hearings before the Corrections Board, and in October 1968, after one such hearing, made the statement that if he did not get more favorable action from the Army he was going to Washington and "kill the whole . . . bunch of them." Subsequently, his correspondence with the board and military personnel became increasingly hostile.

An interview with an employee of the Army Reserve Center in Green-

ville, S.C., disclosed that the subject, since 1965, has had many fits of temper and threatened to kill Army personnel and others at West Point. It was also learned that in April 1968 he threatened to go to Washington and shoot President Johnson. "I'm going up there and shoot the President's legs so he can't walk. I don't want to kill him, I want to make a cripple of him."

In January 1969, arrangements were made by the Secret Service office in Columbia, S.C., and the Greenville County Sheriff's office for the arrest of the subject on a charge of threatening the President.

The subject's mother had said that her son had at least two firearms and would not be taken without a fight. The subject was placed under surveillance.

### A Citizen Helps

A friend of the subject advised Secret Service Agents that he would be able to induce him to leave his home, where it was believed that he maintained a small arsenal, and meet him at a local shop. This individual further stated that the subject had said that he would be carrying a gun.

That evening after the subject had left the shop and was nearing his home, deputies and agents moved in to arrest him. The subject was ordered to halt. However, attempting to escape, he drew a revolver and aimed it directly at an agent, who fired one shot, wounding the subject.

At the time of his arrest over forty .22 caliber cartridges were found in his pockets. Three boxes of cartridges were found hidden under the hood of a vehicle in close proximity to him, and eight cartridges were removed from the revolver he had in his possession.

This subject had a record of arrests for disorderly conduct, assault and battery, breach of peace, pointing a

pistol, and assault with a deadly weapon.

He is currently confined for the third time to a hospital where he is receiving treatment for his mental illness.

### **Counterfeiting**

The efforts of the Secret Service in combating counterfeiting have been successful through the years. Many people, however, are still victims of

crime would cause not only a loss to the public, but, if not challenged, it could cause inflation and devaluation of the American dollar and economically destroy America's defenses.

Improved methods of photography and printing have made it easier and quicker for counterfeiters to make money. And with modern transportation facilities, criminal groups can become nationwide in their operation in a relatively short time. This, in addition to the wide distribution outlets

the counterfeits to another party, at a reasonable profit, and let this buyer take the risk of being apprehended.

The average passer of counterfeit notes will usually buy them from a manufacturer or distributor at prices ranging from 10 to 50 percent of the face value.

Sometimes the passer receives his counterfeits on a consignment basis. Most buyers, however, must pay for their notes in advance. Once a large amount of counterfeit is purchased, the note passing operation begins. Passers will usually dispose of their counterfeits in supermarkets, bars, and retail stores.

### **A Deliberate Crime**

A unique legal aspect of the crime of counterfeiting was described by the late Robert H. Jackson, when he was Assistant General Counsel of the Department of the Treasury:

"Counterfeiting is an offense never committed by accident, nor by ignorance, nor in the heat of passion, nor in extremity of poverty. It is a crime expertly designed, by one who possesses technical skill and lays out substantial sums for equipment."

During fiscal year 1969, the Secret Service arrested 1,394 persons for various counterfeiting violations and recovered more than \$15,125,000 in counterfeit currency. The loss to the public, that amount which got into the public's hands, amounted to over \$2,964,000.

The following accounts of two counterfeiting investigations were taken from the many such cases investigated during the past fiscal year by our special agents.

During August 1968, an informant approached our Los Angeles office and claimed he had met an individual who had offered him an unlimited number

*(Continued on page 27)*



A Special Agent of the Counterfeit Division prepares an exhibit for presentation in court.

the counterfeiter because they pay little attention to the currency they handle. Today practically every American accepts and pays money without stopping to consider that it might be counterfeit. Although this confidence is a tribute to the work of the Secret Service, it is also an asset to the counterfeiter.

Although counterfeiting today is not a major or profitable business, it will always remain a potential economic danger if allowed to expand. This

available to organized criminals, increases the enforcement problems and requires the Secret Service to constantly initiate improved methods and speed up current techniques to suppress this potentially dangerous crime.

The modern counterfeiter is usually someone with photographic and printing ability. He may manufacture the counterfeit notes for himself and his associates or contract out for a criminal group. He rarely passes the notes himself. He would rather sell

# The National

# Police

# Olympics



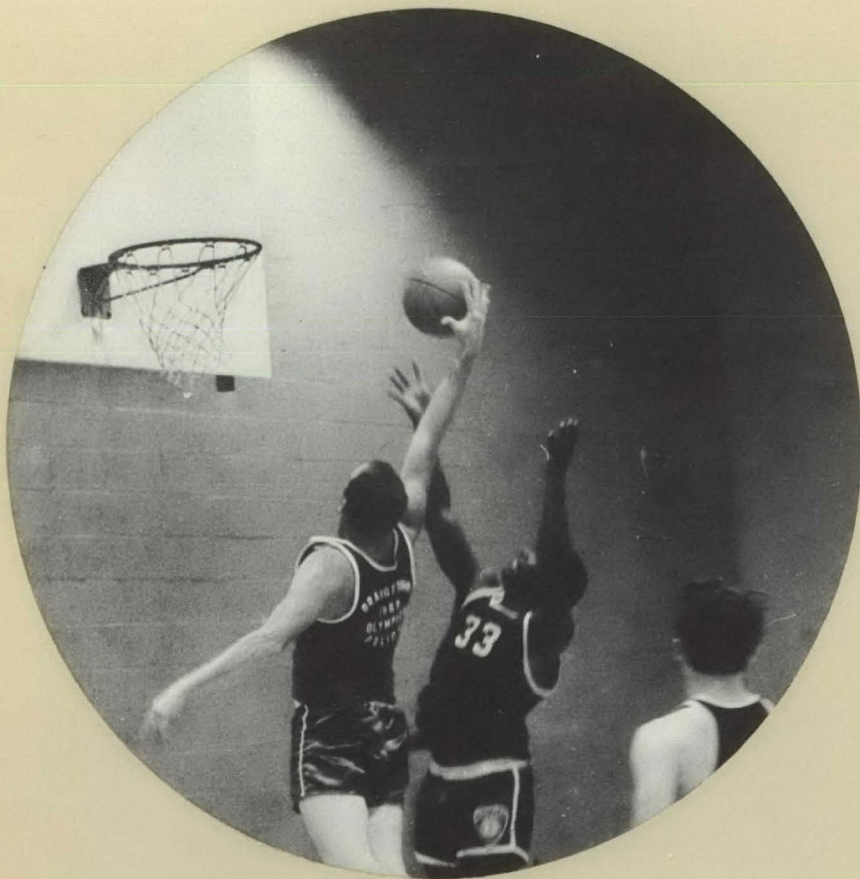
By  
**STANLEY TURTLEAUB**  
Director,  
National Police Olympics,  
New York, N.Y.

Officer Dennis Humphry of the Los Angeles Police Department warms up prior to the javelin competition in the 1969 California Olympics.



**M**en with various talents are attracted to law enforcement work. Among these are many who excel in sports. In the past few years, Police Olympics have proved that there are numerous outstanding athletes in law enforcement.

It all started in California in 1967 when the first Police Olympics were held on a State level. It expanded to New York in 1969, and now, in 1970, the Police Olympics will become a national event.



Basketball was one of the feature attractions of the New York Olympics. Here, two contestants leap high for a rebound.

The 110-meter high hurdles at South Lake Tahoe was one of the most challenging events of the California Olympics.



Its goal is to improve the image of law enforcement and to help local police departments to work and conduct police business in an atmosphere of better understanding and mutual respect.

The long-range purpose of the National Police Olympics, to be expanded in 1971 to the National Police-Youth Olympics, is twofold:

1. To establish more positive relationships between police and the youth of the community.
2. To create an atmosphere of understanding and respect between the youth of the community and the police who serve it.

Through this athletic competition, it is hoped that the young people of America will have an event they can look to with great pride. For after all, the participating police officers are outstanding athletes. They are the same police athletes who return to their local communities to conduct their daily routine of police business.

### **Include Teenagers**

As this competition expands to include teenage athletes, they will compete in a joint effort with police athletes, but only against other teenagers. Thus, we expect an important example will be set for each participating community. Police officers and teenagers will be working together for mutual goals, eliminating the distrust, and often the hate, that have unfortunately developed between these groups in so many parts of the country.

The first National Police Olympics is scheduled for October 2, 3, and 4, 1970, in Phoenix, Ariz. Law enforcement officers representing police departments from various sections of the country will meet to compete in basketball, track and field, swimming, wrestling, weightlifting, judo, tennis, and pistol events. The winners will re-



Shown above are the first through fifth place winners of the 1500-meter run for women officers in the California Olympics.

ceive gold, silver, and bronze medals.

It is expected that eight States will be represented at the Phoenix games. Outstanding police athletes will attend from California, New York, Arizona, Pennsylvania, Missouri, Texas, Florida, and Oklahoma. Each State will hold statewide competition during the summer months to select the police officers who will represent them in the national competition.

### **First National Event**

Although this year's competition will be the first held nationwide, both California and New York have conducted statewide police olympics in the past. In 1969, the California Police Olympics were held in South Lake Tahoe and the Police Olympics of New York State took place at the facilities of Bear Mountain State Park and the

U.S. Military Academy at West Point. There were more than 2,000 police athletes participating in these two events in 1969.

The Police Olympics present to the public at large, and the youth of the community in particular, an image of their local police officer as a young, vigorous human being who is trained and qualified not only in law enforcement abilities, but in community events and particularly athletics, with which so many of our young people can readily identify.

These young men and women, representing their local police departments, create a symbol of good will, sportsmanship, and the highest form of competitiveness while taking part in the police olympic games. Their local departments and communities are proud of them, and they add a further meaning to the image of the



Competition was close as Buffalo defeated Rochester in the basketball finals of the New York Olympics.

professional police officer.

Beginning in 1971, the number of States participating will be increased. Local police departments throughout the United States will be encouraged to begin training and preparing their police and community teenaged athletes to compete in their own statewide competition and in future National Police-Youth Olympics.

When the National Police-Youth

Olympics begin in 1971, teams comprised of police officers will be combined with teams composed of teenage athletes to jointly represent each State. Police officers will compete against police officers and teenagers against teenagers, but their scores will be combined to give total scores to each State represented towards team championships.

Combined teams of police and teen-

Meet officials prepare to measure a long jump by one of the officers at the New York Olympics.



age athletes will plan, meet, practice, and work together on a year-round basis in preparation for the National Police-Youth Olympics events.

Many communities already have existing Police Athletic Leagues or similar youth organizations which will be used as the basis for organizing the teenage segment of the olympic competition. Where no such organization exists at present, the members of the National Police Olympics Committee will be happy to aid in developing a police-youth program for any community desiring to become a part of these activities.

Experience has shown that athletes do unite, do gain a mutual respect for one another, and do develop a rapport that lasts long after their competitive encounters have been completed.

### *Nonprofit Basis*

The National Police Olympics are conducted on a nonprofit basis as a public service by people in law enforcement and others in the community interested in promoting respect for law enforcement throughout the United States. The cooperation of interested police, civic, and business groups within the community is necessary to bring the community closer together for the mutual welfare of all. In 1969, a prominent soft-drink company supported the Police Olympics of New York State by supplying necessary financial and manpower aid.

In the interest of better law enforcement, private business and industry can work with police and civic groups in projects such as the National Police Olympics and the National Police-Youth Olympics to improve police-community relations.

Further information regarding the National Police Olympics can be obtained by contacting the author at 400 East 56th Street, New York, N.Y. 10022.

**M**adison Heights, Mich., has just adopted a new ordinance to make parents responsible for their children's criminal acts. The ordinance is designed to make parents more aware of their children's activities and whereabouts.

Pertinent sections of the ordinance read as follows:

*Definitions:*

**Parental Neglect.**—It shall be unlawful for the parent of any minor to fail to exercise reasonable parental control which results in the minor committing any criminal act or to allow or encourage any minor to commit

commits two (2) or more criminal acts, or including four (4) or more moving traffic violations, within a twelve (12) month period.

*Notification and Responsibility:*

- (a) Whenever a minor shall be arrested or detained for the commission of any criminal act within the City of Madison Heights, the parent of such minor shall be immediately notified by the Police Department advising the parent of such arrest or detention, the reason therefor and

# Parents Responsible for Children's Crimes

any criminal act or become delinquent in accordance with the Probate Code as it pertains to juveniles.

**Parent.**—Mother, father, legal guardian and any other person having the care or custody of a minor or such other adult with whom a minor may be found residing.

**Minor.**—Any juvenile under the age of 17 residing with the parent as defined in this ordinance.

**Criminal Acts.**—Shall be those acts which violate the Statutes of the State of Michigan or the Ordinances of the City of Madison Heights and shall include traffic violations.

**Habitual Offender.**—One who

their responsibility under this ordinance.

- (b) A record of such notifications shall be kept by the Madison Heights Police Department.

*Penalty:*

The parent of a habitual offender may be deemed guilty of parental neglect and shall upon conviction thereof be subject to a fine of not more than \$500, sentenced to a term of not more than 90 days in jail or placed upon probation of any one or any combination of same with the discretion of the court.

This ordinance was adopted January 26, 1970, and it became effective February 5, 1970.



## FOREWORD

American Express Co., issuer of the Money Card, has been in the credit card business since 1958. During 1969, its cardholders spent more than \$1,700 million, a dollar volume increase almost one-third more than the 1968 volume. The Money Card is used by more than 3 million cardholders and is honored in hundreds of thousands of establishments worldwide.

Senior management of the company recognizes the security problems inherent in this growing industry. The management has directed that the computer machinery of the card division be programed to help combat fraud. One apparent sign of success is that less dollars were lost through fraud in 1969 than in 1968 despite an increase of more than 30 percent in gross volume of business.

The company entered the credit card field with an existing security force. Known as the Inspector's Office, the unit traces its beginnings to the 1850's when it employed guards and detectives to protect express shipments. Today its function, in addition to investigating credit card losses, is to protect the company's traveler's cheques, money orders, and other assets.

Presently, the Inspector's Office consists of 300 persons based in 25 cities around the world. All of its investigators were recruited after an average of 20 years of experience in law enforcement. Domestically, many of those recruited are veterans of detective divisions of police departments from major cities in the United States.

In this two-part article, Mr. Lipson discusses the alarming increase in thefts of credit cards and the diverse methods used by thieves to defraud issuing companies as well as businesses honoring the stolen cards. He describes the various types of cards used in this growing business and the security systems employed by issuers and how they cooperate with law enforcement to contain this specialized crime.

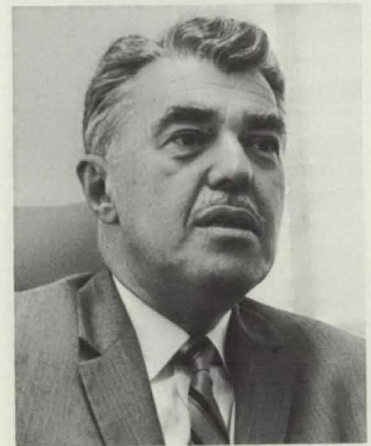
*Editor's Note: Material and articles published in the FBI Law Enforcement Bulletin are solely for the information and assistance of law enforcement members. While brand names and companies may be mentioned from time to time, this is done in a strictly objective manner to help present stories in their entirety from authoritative sources. In such instances, publication of the article in the Bulletin should not, under any circumstances, be construed as an endorsement or an approval of any particular product, course, or equipment by the FBI.*

# Crime and the Credit Card

By

MILTON LIPSON\*

Vice President,  
Corporate Security,  
American Express Co.,  
New York, N.Y.



\*Mr. Lipson served on the investigative staff of the late Mayor Fiorello LaGuardia in New York. He was an investigator for the Corporation Counsel of that city before serving with the U.S. Secret Service from 1938 to 1946. During that period he was detailed to the White House and later to Army and Navy Intelligence schools, where he was an instructor. Admitted to the bar in 1938, he practiced law from 1946 until 1962 when he was appointed Commissioner of Accounts (Investigations) in Nassau County, N.Y. He served in that capacity for 4 years before joining American Express.

FBI Law Enforcement Bulletin

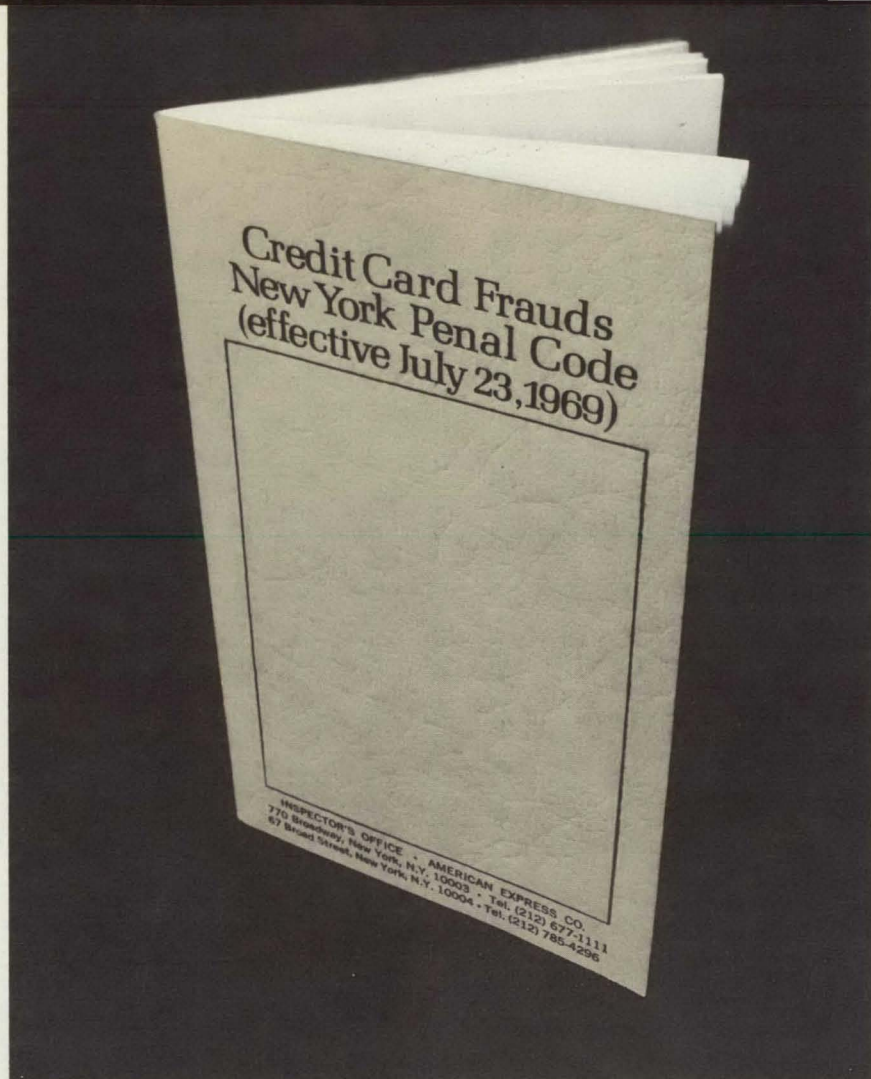
The emergence of the credit card as a substitute for cash is one of the most significant commercial developments of the past decade. There is ample evidence that both organized criminal groups as well as professional criminals have become interested in subverting the legitimate use of credit cards into illegal profits for themselves on the one hand, and in financing unconnected criminal attempts on the other.

Just as attacking forces scout, feint, maneuver, and skirmish to locate weak points of a defensive position, so did the criminal elements probe for the faults in the security of the credit card field. These probes have included uses of stolen cards as part and parcel of other criminal endeavors.

For example, stolen credit cards are increasingly being used to rent cars or use in all types of criminal activity. Because a rental car comes complete with authorization papers, many criminals prefer it to a stolen car. Trips to commit criminal acts have been taken on airline tickets charged to stolen credit cards. Planning sessions and other meetings of criminals in hotels and motels have been paid for with stolen credit cards. They are commonly used with stolen or counterfeit automobile driver's licenses and draft cards to cash forged checks, or in an attempt to establish authentic identification. Finally, the credit card industry has not avoided the direct criminal assault—the use of stolen credit cards for illegal profit per se.

### ***Grew From Charge Accounts***

The credit card industry, as known today, evolved from the charge accounts of the small stores of the last



Handbook used by Special Agents of the American Express Co. explains provisions of the New York Penal Code relating to credit card frauds.

century. Proprietors of flourishing businesses began issuing tokens, discs, and other devices to identify their increasing number of credit customers to their changing staff. Here, only two contracting parties were involved—the store which issued the token or extended credit, as one party, and the token holder, the customer, as the other.

Credit cards began to take their modern form in the 1930's when trucking firms and gasoline companies sought a way to permit drivers to charge gas and oil purchases. The gasoline companies as issuers were one party, the trucking firms whose

drivers used the card constituted a second party, and the independent gas stations allied by contract with the oil companies as the service establishments formed the third party.

Versions of the two- and three-party credit card systems have ballooned to the point where conservative estimates indicate that there are some 300 million credit cards used in the United States alone. This business has spread abroad, and credit cards are now issued by local companies in such countries as Japan, Mexico, England, France, and Belgium.

Today, credit cards form several classifications based on their purpose.

These categories are as follows:

**Bank credit cards.**—Principal issuers are Bank Americard, Master Charge, and Uni-Card. These three alone total 53 million cards.

**Communication and transportation industry cards.**—These are issued by the telephone company, the airlines, and the car rental agencies.

**The gasoline industry.**—The gasoline companies are the largest single issuers of credit cards. One company alone has issued more than 20 million cards.

**Department stores, hotels, and restaurants.**—These establishments issue millions of cards to their own customers.

**Travel and entertainment cards.**—These combine most of the services of all the foregoing categories in one. Major issuers are American Express, Carte Blanche, and Diners Club.

The relationship between the various parties is governed by contract. The contract between credit card issuer and customer is usually contained on the credit card itself and on the carrier card to which it is affixed at the time it is issued to the customer.

### Extended Payment

At the outset, credit cards, like credit arrangements at department stores a decade ago, called for cash payment of the amount charged at the time the bill was rendered. There was no automatic imposition of an interest charge or an extended payment plan.

Today many of the credit card contracts, especially the bank card group, include provision for automatic revolving credit with interest charged upon terms set forth. Thus, extended payment periods with interest are provided.

The travel and entertainment cards, the Universal Air Travel Plan card, the telephone company credit card, and others have no automatic revolving credit feature.

Most cards are issued and valid for specific predetermined periods of usually 6 months or 1 year. Such a card loses its potential value to thieves through the passage of time. Many gasoline cards are issued with no expiration date.

While most credit cards have a signature panel, a great number of gasoline company cards are issued without that safeguard.

Cards have been, and continue to be, issued on an unsolicited basis to prospective customers. These cards, fully embossed, require no further notice to the issuer before they can be used. Using one creates a contract between issuer and customer. Still

other companies send out premailers to prospective customers announcing that a card will be sent unless a notice to the contrary is received.

This unsolicited mailing has been the subject of legislative attention and some statutes have been adopted forbidding the practice. Hearings on the matter have been held by committees of the Congress.

It is expected that legislation on the credit card problem will be enacted by Congress this year.

Some of the institutions involved in unsolicited mailouts have denied that the mailouts have any effect on their own fraud losses. However, records kept by American Express indicate that there is a rise in its credit card losses through theft in all of the metropolitan areas where such mailouts have occurred, at the time of the mailout and for a period thereafter.

Cancellation bulletins are used to inform credit card service establishments of cards that are no longer valid because of theft, loss, termination of employment, or other reasons.

## CANCELLATION BULLETIN

AMERICAN EXPRESS CREDIT CARD DIVISION

November 22, 1968

REPLACES ALL PREVIOUS BULLETINS



You can get authorization for American Express Credit Card charges by calling the numbers listed below. SUPERPHONE SERVICE is on active duty around the clock, seven days a week. It's a toll-free call! If your telephone company requires that you dial a number, or numbers, before making a toll call, please do so when dialing your SUPERPHONE SERVICE number. It's still a toll-free call! SUPERPHONE or EXPRESSPHONE should be used only for bonafide American Express Credit Card authorization transactions. All other contacts should be made by mail or on regular listed telephones.

## superphone service\*

CONTINENTAL UNITED STATES (EXCEPT ALASKA AND NEW YORK)

800-221-2687

NEW YORK STATE  
Outside Metropolitan New York City  
800 522-6443



METROPOLITAN NEW YORK CITY  
Manhattan, Queens, Bronx, Nassau,  
Brooklyn, Staten Island, Westchester  
212 677-6380

### OUTSIDE THE CONTINENTAL U. S.

If You're In	Dial This Number
ALASKA	(Call Collect) 212 677-6380
CANADA	(Call Collect) 212 677-6380
* HAWAII	Honolulu 923-7602
* PUERTO RICO	San Juan 724-1350
* After local office hours call collect 212 677-6380	
* OTHER LOCATIONS OUTSIDE THE CONTINENTAL U. S. CONTACT THE NEAREST RATING OFFICE OF AMERICAN EXPRESS OR PAYING AGENT	

### FOR EXTRA INCOME SEE BACK COVER

NOTE: The information in this Bulletin is STRICTLY CONFIDENTIAL. It is provided for the sole use of establishments participating in the American Express Credit Card Plan and must not be given to any outside person or agency. The credit cards listed have been cancelled for a variety of reasons including loss or theft of the card, termination of employment, etc. No inferences as to credit rating or otherwise are to be drawn from the appearance of an individual's name or card number in this Bulletin.

© 1968 AMERICAN EXPRESS COMPANY

\* SERVICE MARK OF AMERICAN EXPRESS COMPANY

Cards having the highest value in the underworld and on the black market are those not sent out in this manner. They include the American Express card, the other travel and entertainment cards, and the Universal Air Travel Plan cards of the airline industry. All of these cards require written customer application and are issued only after a credit check is made and the criteria of the issuing company are met. Also, the customer pays an annual fee for the use of these cards.

Estimates as to the volume of business done with credit cards in this country vary between \$20 billion and \$40 billion a year. The growth factor, in both the number of cards issued and the dollar volume involved, has been at least 25 percent per year for each of the past 4 or 5 years. Thus the credit card is no longer a passing phase. Its growth curve indicates no plateau, so that its foreseeable use is on the rise, as are its potential fraud problems.

In 1966, the American Express Co. asked Professors Jack B. Weinstein (now Federal District Court Judge) and Tom Farer of the Law School at Columbia University to head a research project into the existing law pertaining to the fraudulent use of credit cards. Employing 25 researchers, the study team reviewed all reported cases in the State courts of the 50 States as well as in the Federal courts. Their report recommended a model criminal statute for enactment by the States. This report and its recommendations were endorsed by all of the credit card companies, without exception.

### State Statutes

Since then, laws based on the model statute have been enacted in the following 20 States: Alabama, Arizona, Arkansas, California, Connecticut, Florida, Georgia, Maine, Massachu-



Mr. Howard L. Clark, Chairman of the Board and Chief Executive Officer, American Express Co., New York, N.Y.

setts, Mississippi, New Jersey, New Mexico, New York, North Carolina, Ohio, Rhode Island, Texas, Tennessee, Virginia, and Washington. Similar statutes are pending in legislatures of other States at the present time.

In its section on Federal cases, the report points out that the misuse of credit cards has been successfully prosecuted only as violations of the Mail Fraud Statute (Section 1341 of Title 18, United States Code). Here jurisdiction lies in the fact that the record of charge slips generated by the misuse of a credit card was mailed from the service establishment honoring the card to the issuing card company, and then returned by mail to the cardholder with his bill.

transportation or use of counterfeit, fictitious, altered, lost, or stolen credit cards. They suggest that jurisdiction should apply to misuse of an individual credit card in excess of \$500, or a series of misuses of the same card in a 3-month period exceeding \$2,500.

This recommendation does not suggest that the jurisdiction under the Mail Fraud Statute be abrogated. While no proposed legislation is pending directly in point on the recommendation mentioned above, other legislation has been introduced in the Congress over the past 5 or 6 years.

### The Credit Card

As it is now constituted, a credit card is essentially a printing template manufactured of plastic material. The surface is embossed and stamped out to imprint the customer's carbon copy and to record the charges on other charge slips.

The card itself is printed in the same manner on plastic as ordinary printing is produced on paper or cardboard. This printed section is then laminated between two pieces of clear plastic, after which the cards are cut to size.

Credit card exposure to criminal attack starts with the creation of the card itself. Almost all credit cards are

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Cards having the highest value in the underworld and on the black market are those not sent as mailouts. These cards require written customer application and are issued after the criteria of the issuing company are met.

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The Weinstein-Farer Report recommends that more effective Federal control could be instituted by an amendment to Section 2314 of Title 18 of the United States Code (the National Stolen Property Act) to include the

now manufactured by independent firms specializing in printing on plastic. Most of these specialists print cards for many competing firms.

Until recently, their plants were a

(Continued on page 30)



By  
**C. RON CUTTING**  
Chief of Police,  
Bozeman, Mont.

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# Crowd Control

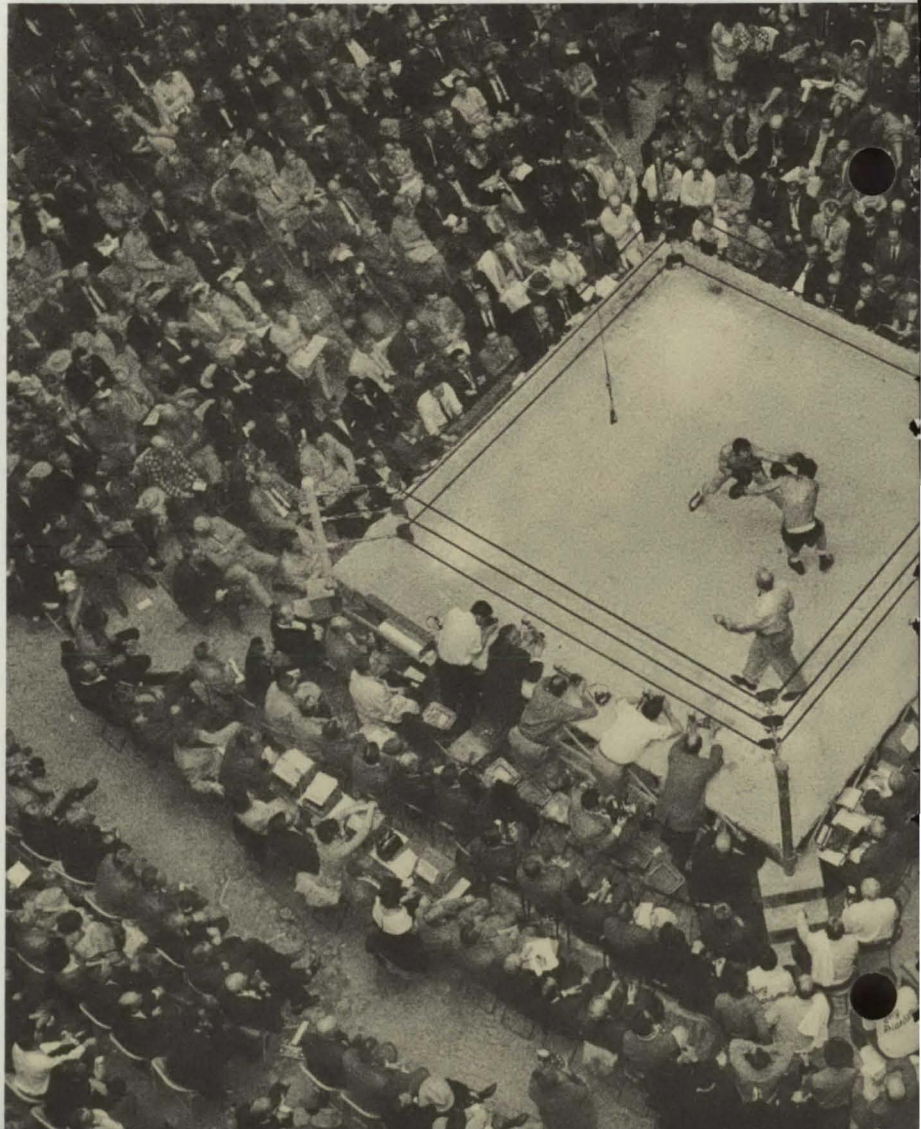
## for a Small

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Planning and training in crowd control techniques pay off in instances such as a world champi

**B**ozeman, Mont., was founded in 1864. It is the sixth largest city in the State with an estimated population of 15,000. Situated just east of the Continental Divide, it is the County Seat of Gallatin County and is 90 miles north of Yellowstone National Park.

The city's economic structure stems equally from agriculture, tourism, and the Montana State University. It is widely known in Montana for the annual Winter Fair and the Bridger Bowl ski resort. It is the home of the Montana State University with enrollment approaching 8,000, located on a 1,170-acre campus. A university complex includes a fieldhouse with a seating capacity of 12,500. This new and versatile building permits the staging of indoor rodeos and track meets and attracts the major sporting events coming to the State.



# Community

ght when crowds of fans jam the fieldhouse.



The majestic Rocky Mountains are clearly visible to all who visit or live in Bozeman.

Bozeman's police department consists of 20 highly trained and well-equipped officers. Public support for the department is excellent. Like most other enforcement agencies, our department has a full policing workload; however, one of our main concerns is the matter of crowd control at the various events held in the university fieldhouse and, in particular, the emotion-charged athletic contests. These events attract a substantial number of people and traffic from out of town and place a tremendous amount of responsibility on our police force.

An in-depth study of our crowd-control problem was made by the department to determine its extent. The study covered such points as the number of people involved, anticipation of troubles that could occur, available men and equipment of the department, and what support other law enforcement agencies could give. This study indicated a need for special planning for the use of all personnel and equipment to the best advantage possible.

First, a command post and a chain of command were established so that all forces and efforts would be coordinated. Every officer was informed of his responsibilities and other pertinent information relating to the project. Next, a dependable communications network was established to maintain contact with all elements involved and to provide the command post with immediate and continuous information. Third, a plan was devised to use a special squad system by which personnel could be deployed in a manner where they would be most effective at the required place and time.

The initial step under this special squad system was to form and equip a 13-man squad and to train it to handle friendly or hostile crowds. Training was given in basic squad formations considered most effective to control crowds and teach the officers to act in concert rather than individually. Additional training was given in the use of police batons and in defensive tactics. The squad mem-

bers soon developed a real esprit de corps and become a solid, reliable unit.

This plan was then adapted for the policing of special events on the university campus and specifically to control crowds attending major athletic events held in the fieldhouse. Success of the plan depended on prompt and decisive action to prevent a small disturbance from becoming a serious disorder. This necessity was emphasized throughout the training.

### **Key Areas Manned**

Key areas within the fieldhouse were designated and manned. Spotters were used to keep a continuous surveillance over the crowd to note any circumstances that might generate trouble. The plan provided for the basic squad to be broken down into teams of two men each to be stationed in the key areas. They were to move quickly into a trouble spot as unobtrusively as possible, with a second team simultaneously moving into a backup position.

A communications control center was established at the command post in the fieldhouse. The center used a control board with an overlay of the fieldhouse to show the location of the spotters and squad teams at all times. All information from the spotters was relayed either by telephone or radio to the center and recorded by its operators. Based on the information, the officer dispatcher could notify the nearest squad team of the report and location of the trouble. Periodic radio checks are made with all teams to assure the proper function of communications.

The central control desk has been equipped with communications to the Gallatin County Sheriff's Office, Bozeman, Mont., which has a horse-mounted patrol readily available for security patrol of the parking areas adjacent to the fieldhouse and for traffic control to and from the park-

ing areas. The sheriff's office is thoroughly knowledgeable of our crowd-control plan and is prepared to assist with its trained personnel whenever called upon. A special radio net to police headquarters is also maintained as well as a State radio net in contact with the Montana Highway Patrol and campus police. Each of the five divisions of the Montana Highway Patrol has specially-trained squads fully equipped and ready for immediate dispersal to assist on crowd control at any location within the State. The Montana Highway Patrol unit stationed at Bozeman, Mont., consists of a well-trained group which has been thoroughly briefed in our plan and stands ever ready for instant call.

University campus police work closely with the city force on all of the events requiring policing on campus. They, too, are included and are knowledgeable of our crowd-control plan. This force is also equipped for crowd control duty, including radio communications, portable and vehicular, compatible with the police radio system.

### **Plan of Operation**

A log is maintained at the communications center recording any law enforcement officer on duty status who enters the fieldhouse, and he is immediately given a radio unit and a call number. This helps for direct communications for paging such officers and provides additional spotters and better support.

Each year, the State high school basketball tournament held in the fieldhouse attracts a huge crowd of exuberant fans. The first day of such events creates a great amount of activity at the control center. The few persons intent on creating disorder are soon identified and are ejected so that all in attendance may have an enjoyable time.

The crowd-control plan has been

used successfully for the past 3 years, and we are confident it will continue to be effective, with such adjustments as new circumstances may dictate.

While our department in the past has been concerned primarily with crowd control, the possibility always exists that it may be required at some time in the future to stop a riot and bring a violent mob under control.

For this purpose, a set of guidelines has been established which would be used by our special police squad. A brief outline of the plan follows:

#### **1. Purpose:**

The purpose is to provide an equipped and trained unit to protect persons and property, preserve peace, and enforce the codes and statutes of the City of Bozeman and State of Montana in the control of unlawful assemblies, mobs or riots, or other similar conditions.

#### **2. Scope of Operation:**

This special unit will be under the command of the Bozeman Police Department Chief of Police or other properly designated authority.

#### **3. Personnel:**

A. This unit will be composed of trained officers of the Bozeman Police Department, equipped and readied for immediate mobilization.

The unit will be of squad size with flexibility to absorb additional trained and equipped supporting personnel. All personnel will be under direct supervision of the squad commanding officer.

B. Members of the squad will be required to be available in proper squad uniform at the designated place of assembly as quickly as possible upon notification.

C. Members of the squad will be required to report for all alerts, including training alerts.

D. Members of this squad will be held personally responsible for any acts or actions taken beyond the scope of commands and instructions of the commanding officers.

#### **4. Field Command:**

A. The commanding squad officer will be directly responsible to the operations commanding officer and will commit the squad only upon orders by the operations commander.

B. An assistant squad leader will be designated and will be responsible for



Shown above is an aerial view of the Montana State University and its campus.

the functions of the squad in absence of the squad commanding officer.

#### Supporting Units:

- Supporting units will consist of personnel available from city street and road maintenance crews, Montana Power Co., Mountain Bell Telephone Co., and Bozeman's local ambulance service.
- B. The city street and road maintenance crews have trucks available with radio communication that can be placed into service for hauling barricades, ropes, flares, wire, etc. The Montana Power Co. mobile units are equipped with radio communications to their headquarters, which in turn would relay messages to central control and are available to maintain lighting and electrical power. The Mountain Bell Telephone Co., also equipped with radio communications, has agreed to provide assistance in such emergencies in maintaining and establishing telephone communications as needed. The Bozeman Fire Department is included in the overall plan and has available a pumper unit that can be immediately dispatched whenever called. Additionally, the Bozeman local ambulance services have agreed to place in

service ambulances when called upon to transport any injured persons from a troubled area. The plan includes arrangements with the medical profession, which has furnished names of doctors in such a number that one would always be available for immediate call if the necessity required. The designated authorities for these units will be responsible for the readiness and availability of materials, equipment, and personnel, if required.

#### 6. Procedure:

- A. Immediately upon notification of an unlawful assembly, mob, riot, or threat of any of these, and the location, the desk officer will notify the commanding officer. Patrols on duty will be instructed to check the vicinity and determine the nature of assembly, attitude of crowd, size of crowd, materials or weapons being used, location, buildings and areas involved, and any other information obtainable. This information will be immediately relayed to police headquarters, properly recorded and relayed to the commanding officer. The patrols will not attempt to take any action and will not commit or jeopardize police equipment without specific instructions.

Upon instructions of the commanding officer, the desk officer will alert all personnel of the special squad and instruct them to report to police headquarters as quickly as possible. Members of the squad will dress in proper uniform, load all special equipment into a bus, and stand by. Support forces will also be alerted.

- B. Orientation of unit officers will be conducted by the commanding officer and, upon his orders, the special unit will be transported to a predetermined assembly area.

Upon arrival at the site, the headquarters officer will prepare a bus for use as operational headquarters. He will immediately put into operation all communications, roadblocks, and other devices as ordered by the commanding officer.

The squad commanding officer will assemble the squad and make inspection of squad to insure readiness.

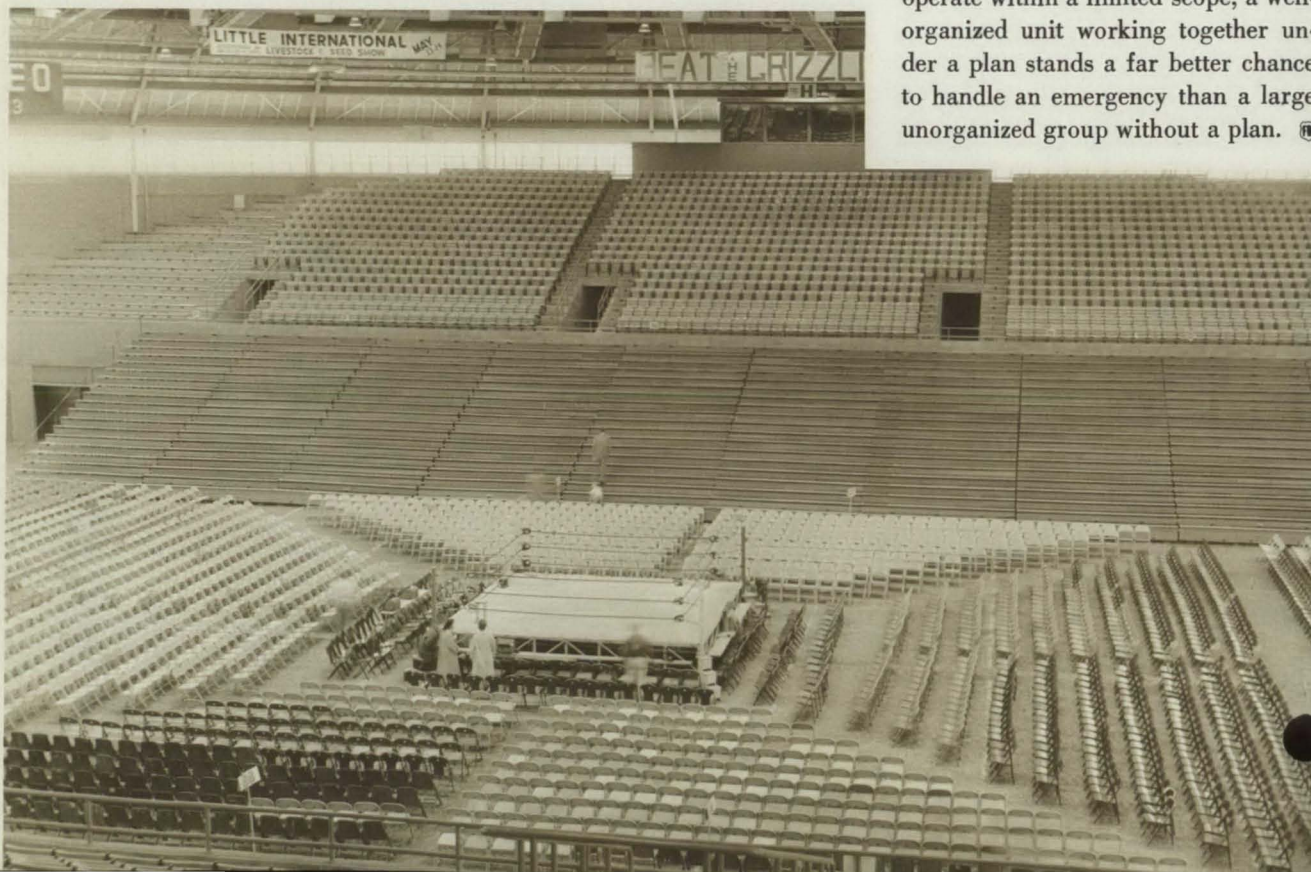
Upon orders of operational commanding officer, the squad commanding officer will move the squad in proper formation into operational area.

- C. The first phase of the squad operations will be to "contain, isolate, and



Track and field events can be staged simultaneously in the well-designed fieldhouse.

When the special squad was formed, the 12,500-capacity fieldhouse was examined to pinpoint strategic locations where squad members could be stationed to provide adequate crowd supervision and control.



disperse." Prior to any contact with riot or demonstration personnel, proper warning and announcement will be made to demonstrators, instructing them that all must disperse and leave the area in an orderly manner. Failure to comply will result in arrest. These instructions will be conveyed by the best audio method available. Proper time will be given for response, and available exit routes will be indicated.


Upon refusal to disperse, the commanding officer will instruct the squad commanding officer to commit the squad to direct action.

The squad will be committed to direct action when it can be reasonably assumed that the action will result in dispersal and control.

In the event the mob is too large to be properly handled by a squad, a holding phase will be instituted to contain and hold rather than disperse until proper enforcement support is received.

D. Upon completion of an operation, the squad will return to the assembly area and wait in a standby status until relieved or given further assignment.

## Conclusion

Although it is recognized that a small force cannot be expected to contain a major disturbance and can only operate within a limited scope, a well-organized unit working together under a plan stands a far better chance to handle an emergency than a large unorganized group without a plan. 

# Youth Crime

In recent years, in fact in recent weeks, communities throughout the country have been affected by the alarming and ever-increasing rate of lawlessness by teenagers. The existence of this menacing disease has been manifested in various degrees.

Often the road to delinquency begins with truancy—absence from school without reasonable justification. Frequently it has its beginning in disrespect toward teachers and established authority, disregard and damaging of school property, sometimes followed up by acts of vandalism, looting of the school cashbox, and petty thievery.

In some neighborhoods gangs appear, the members of which, in cowardly fashion seem to derive special satisfaction in ganging up and attacking one, two, or three youngsters, decidedly outnumbered, for no reason at all. Thefts of automobiles for the thrill of joyriding are further displays of serious delinquency.

Burglarizing and robbing threaten the public safety and welfare of the community. What can we do about this?

Our society rests on three pillars: the home, the church or synagogue, and the school. Foremost of these is the home. Parents, both father and mother, must spend more time at home with their children. They dare not—as too many do—take it for granted that

their children will mature and grow up as well-adjusted young citizens, respectful of the rights and privileges of others, if they do not perform the role of parents, if they do not offer the intimate parental warmth and understanding which youngsters are so badly in need of.

Indeed, the greatest menace to society is the "absentee parent." Teenagers can be encouraged to talk things over with their parents only when both father and mother leave no doubt that they are deeply interested and concerned with their children's problems and sincerely want to be helpful.

The school can perform its task only when there is a close tie—genuine cooperation between the home and the school. The church and the synagogue should, we believe, embark without delay, upon the execution of more carefully planned programs aimed at attracting teenagers to activities and projects that will profitably occupy their idle time and will simultaneously offer wholesome recreation and entertainment under proper guidance.

The quicker we create an effective coalition of home, school, church or synagogue, the sooner the current wave of disrespect for law will diminish.

The March 13, 1970, broadcast editorial of Radio Station WEJL, Scranton, Pa. Reprinted with permission.

## BOAT RECOVERED THROUGH NCIC

A highly prized 22-foot power boat, which had been obtained as a virgin hull and completed by its proud owner, was stolen in July 1969 in Mississippi.

This boat was later discovered by the Oklahoma Highway Patrol in a sparsely populated area of Oklahoma where it had been abandoned.

An NCIC inquiry was made of the boat's registration number, and the immediate response revealed a record of the theft 9 months before.

*NCIC Newsletter, 4-70*

## NCIC FACTS

As of April 1, 1970, the FBI National Crime Information Center (NCIC) contained 1,820,741 records of data and criminal information. This figure represents 55,250 wanted persons, 449,297 vehicles, 138,499 license plates, 310,687 articles, 294,075 guns, 571,914 securities, and 1,019 boats. During March 1970, there were 1,635,870 transactions over the system resulting in a daily average of 52,770. These data are available to law enforcement officers throughout the country in a matter of seconds after inquiry is made.

*NCIC Newsletter 4-70*

## UNUSUAL PARCEL POST

A fugitive was recently apprehended on an unlawful flight to avoid confinement warrant which was issued in connection with his escape from a State prison. During the interview the subject volunteered that he made good his escape by mailing himself out of prison. It so happened that he was unusually small in stature. While an inmate, he designed and built a carton which he appropriately labeled and subsequently had it mailed outside of the prison with himself inside.

*"Hot Sheet" SAC Boston  
12-22-69*

## PREFACE

The first-line supervisor is a part of management since his primary duties include the directing or overseeing of subordinates who actually perform the task of fulfilling the organization's purpose. In a general sense, top management sets up some predetermined manner in which it wishes employees to carry out their assignments. Management accomplishes this by establishing rules, regulations, policies, and procedures. Supervisors are then charged with the responsibility of insuring that the performance of subordinates measures up to these predetermined standards. It is also the supervisor's responsibility to discover shortcomings and failures and to seek out and remove the causes of such failures and to prevent them from recurring. This is accomplished through proper communication, high morale, motivation, and discipline. This article deals with the last term—discipline.

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# DISCIPLINE AS A SUPERVISORY RESPONSIBILITY

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The FBI, upon request from local and State law enforcement agencies, provides training and seminars on numerous subjects. Police administration is one such topic, and this article on discipline is an example of the type of material presented.

## Introduction

**T**he problem of discipline is common to all departments of government. In the police service it is similar to that found in all other government agencies, except that the relative importance of discipline is greater because of the special requirements of trust imposed by the mission of protecting the public and the frequent opportunities for misbehavior.”<sup>1</sup>

Most people associate the term discipline with punishment; and, indeed, some organizations regard discipline as a tool or weapon whereby subordinates are forced, coerced, threatened, or intimidated to conform to the dictates of management. This, however, is but one aspect of discipline. “In its most useful form, discipline is a force that develops within the worker himself and causes him to conform on a voluntary basis to rules, regulations, and high standards of work and behavior.”<sup>2</sup> Or stated another way, “Discipline is the mental or moral training that makes a man willing to be subjected to controls and regulations for the good of the group. It

can be cultivated as a habit, and, to be beneficial and lasting, it must be accomplished by voluntary, cheerful, and willing action.”<sup>3</sup>

### Definition

Discipline is derived from the word disciple meaning a pupil follower or adherent of a teacher, school, or religion. It may be defined in several ways:

1. “Training that develops self-control, character or orderliness and efficiency.”
2. “Treatment that cures or punishes.”<sup>4</sup>

One can see from these definitions that discipline has several facets. The primary aim is to bring about a change in conformance with departmental standards. This is the positive approach. A secondary aim is to dissuade other potential offenders from similar derelictions. This may be classified as the negative approach. The Municipal Police Administration relates to a third aspect of discipline as it relates to police departments: to inform the public that compliance is uniformly insisted upon from all members of the force.<sup>5</sup>

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*“A vigilant supervisor will see to it that once proper work habits are developed, they are maintained.”*

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The positive approach to discipline begins with proper communication with subordinates. They must be instructed as to the manner in which they are expected to perform their duties. They should be given a thorough indoctrination in the procedures, policies, and rules of the organization. It is the supervisor's responsibility to fill the role of the teacher and to see that each of his subordinates develops

proper work habits in conformance with departmental standards. Discipline should not attempt to gain obedience through fear, but obedience and compliance through understanding. “Once people understand what is required of them, they can usually be counted on to do their job effectively and with good cheer.”<sup>6</sup>

“Ordinarily, if employees feel that the rules by which they are governed are reasonable, they will observe them without question. That is to say, they will respect the rules not because they fear punishment, but because they believe in doing things the right way.”<sup>7</sup>

A supervisor should be concerned with instilling good work habits from the beginning. Employees must make a decision to perform a given act in a certain manner. As the act is repeated, less thought is required until it is performed habitually, without conscious thought. This is especially true in acts requiring physical activities such as driving an automobile. In the beginning, much mental effort and concentration are required. Coordination is increased by practice and repetition, and conscious thinking is reduced until it is no longer required to mechanically complete the act.

Problems of a disciplinary nature will be reduced to the extent good work habits are developed during the early stages of the subordinate's employment. A vigilant supervisor will see to it that once proper work habits are developed, they are maintained.

Discipline has been viewed in a positive light with the emphasis on its training aspect. Nonetheless, human nature being what it is, it is apparent that certain frailties exist and that employees may become lax in performing their duties and violations will occur.

One should also remember that the organization and the individual both have goals and objectives. They will not always coincide nor will they always receive identical priority. It is

axiomatic that conflicts will arise. The supervisor must deal with these conflicts and try to minimize or eliminate them when possible. An example of such a conflict is as follows:

A goal of a police department is to reduce or control crime within the city limits. The patrolman is the chief weapon or device through which this is accomplished. The patrolman as an officer is sworn to uphold the law and to obey orders of his superiors, but he also has a stronger goal or motive, that of earning a decent salary to support his family. He may find it necessary to “moonlight” to earn additional money. The second job may affect his efficiency as a police officer and may even violate departmental regulations on “moonlighting.” On learning this information, the supervisor is faced with a disciplinary problem. Since it is the supervisor's responsibility to administer discipline, he may have to turn his attention to what is often referred to as the negative aspect of discipline.

### No Simple Solution

At this point, the supervisor is faced with the problem of enforcement of discipline. Should he be lax and easy-going or strict and severe? Unfortunately, there is no simple solution. Scholars have noted that “employees do not respect supervisors who attempt to curry their favor by being lax in the enforcement of rules and regulations.”<sup>8</sup>

On the other hand, if the supervisor is overly strict and severe, he may punish workers to such an extent that he will create resentment or ill will. “Obedience through fear should not be confused with effective discipline. Threats and force may serve for a time, but the hidden unrest and insecurity that result from strict regimentation and the use of force alone are liable to explode in the supervisor's face at any moment.”<sup>9</sup>

The supervisor thus finds himself in something of a dilemma. A partial answer may lie in the organization's managerial philosophy which determines whether discipline will be harsh or soft. In the final analysis, the supervisor will have to discipline without creating resentment. Can this be done? Douglas McGregor says it can and he draws an analogy between touching a hot stove and undergoing discipline. "In each instance your reaction is immediate, with warning, consistent, and impersonal."<sup>10</sup>

Despite the various attitudes or philosophies in applying discipline, the course or objectives generally remain the same:

1. "to inform, remind and encourage employees in regard to accepted standards of work and conduct, and
2. to prevent an unruly minority from exercising an undue influence on standards of behavior."<sup>11</sup>

### ***General Guidelines Offered in the Proper Handling of Disciplinary Matters***

#### ***A. Who is to discipline?***

In keeping with the original meaning of the word, that is, training that develops self-control, the first level of supervision is generally charged with the responsibility of maintaining proper discipline.

In most law enforcement agencies, this burden is placed on the shoulders of the sergeant. He is directly involved with supervising not only the largest number of men but also the new, the inexperienced, and those lacking sufficient training.

The effectiveness of the department depends largely on how well he measures up to this responsibility. As a supervisor, one of his principal values to the department is determined by the extent to which he can create and

maintain working relationships in which his subordinates voluntarily put forth their best efforts. The supervisor must make every effort to help each man become and remain an efficient, productive, and satisfied worker. Every supervisor must insure that each subordinate knows what is considered proper conduct or good discipline in his work group.<sup>12</sup>

The first level of supervision will initiate most disciplinary actions but "the power to impose the severest penalties such as dismissal, transfer, and suspension will be lodged in a higher level of supervision."<sup>13</sup> Therefore, one might conclude that the responsibility of maintaining discipline rests with all command-level officers, with the ultimate responsibility lying with the chief administrator.

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***"The supervisor must be certain that he has sufficient facts and information to support any disciplinary action taken."***

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#### ***B. When to discipline?***

"The supervisor should begin the disciplinary process as soon as possible after he notices a violation of the rules. Of course, immediate discipline does not mean that a man should be judged without full investigation but rather that the supervisor should take notice of the offense as soon as possible and push the investigation with all due speed."<sup>14</sup> The more quickly the discipline follows the offense, the more likely it is that the offending person will associate the discipline with the offense rather than the person imposing the discipline.<sup>15</sup>

The supervisor must be certain that he has sufficient facts and information to support any disciplinary action taken. "If one penalizes an employee

unfairly or unnecessarily, the impact upon both him and his fellow employees is severe. Yet, on the other hand, if punishment is too long delayed, the relationship between the penalty and the offensive act becomes hazy."<sup>16</sup>

You will recall the "hot stove rule" mentioned above. The burn is immediate. There is no question of cause and effect. It is also impersonal and consistent.<sup>17</sup>

#### ***C. Who should be reprimanded?***

Discipline must be applied uniformly and consistently if it is to be accepted by subordinates. Employees like to know where they stand. If a supervisor overlooks a violation of a rule, employees may decide to ignore other rules in trying to establish the limits of permissible or acceptable behavior.

The task of reprimanding or disciplining an employee is not a pleasant one and, therefore, some supervisors may overlook minor infractions. In the event an employee is reprimanded for a more serious violation, he may feel that he is being singled out for discipline while the supervisor is playing favorites with the others.

It should be noted that inefficient performances or flagrant violations of a disciplinary nature generally do not occur without some warning signs or noticeable symptoms. Individuals gradually shift into this type of behavior. An alert supervisor who maintains uniform and consistent standards should be able to detect and correct minor deviations before they become major disciplinary problems.

"Consistency is hard to maintain. Some people we like—others we don't. Sometimes we see a rule violation as a personal insult, a direct challenge to our authority. Other times, prompted by our natural instinct to be understanding and kindhearted, we are tempted to tell the rule breaker, 'Well,

I'm going to let it go this time, but don't do it again.'"<sup>18</sup>

Consistency should not be interpreted to mean that any penalty should be determined entirely by the offense, regardless of the past history or background of the person involved. It is common practice to be more lenient on first offenses and to apply more severe penalties for repeated violations. Each case should be judged on its merits after all the facts have been gathered and reviewed.

#### *D. Where to conduct the disciplinary interview?*

"One of the most frequently cited principles of disciplinary action is that concerning privacy. Inasmuch as such action definitely infringes upon the ego of the subordinate, it is usually better practice to administer it in private. In this way, the person concerned can save 'face' among his colleagues even though the grapevine may carry the news of his chastisement."<sup>19</sup>

This generalization will vary depending upon the circumstances. There are times when a mild oral reprimand or instructions to take corrective action should be issued at the time and place of the infraction. The supervisor's manner should be friendly with his sole objective being improved job performance. There is usually no punishment or other stigma attached to this type of action.

For serious disciplinary matters, privacy is the best course of action. This policy has a built-in safeguard. A supervisor is liable to become angry when he observes a violation of a rule. An immediate confrontation, in the presence of others, could lead to an explosive situation with both individuals losing their tempers.

This is negative discipline in the purest sense. It generally does little to improve job performance and is more apt to discourage the employee, thus affecting not only his morale but also

the other employees who witnessed the incident. Statements are apt to be based on emotions rather than facts.

An admonition should not serve as a safety valve for the supervisor's pent-up feelings but rather as a means of correcting future actions and thereby improving job performance.

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***"The police supervisor should attempt to determine the reason for an officer's breach of discipline and bear in mind that the approach he takes will often determine the success of the action."***

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#### *E. How to discipline*

As noted above, a supervisor must gather all available facts before taking any disciplinary action, and, except for mild on-the-spot reprimands, employee interviewing and counseling should take place in privacy.

The police supervisor should attempt to determine the reason for an officer's breach of discipline and bear in mind that the approach he takes will often determine the success of the action. It might prove helpful to make it a practice to begin with a brief statement of the facts as they occurred and to ask the employee for his account of what transpired. It is important to use a humanistic approach and avoid an accusatory attitude which will put the employee on the defensive. Two common mistakes which should be avoided are: Apologizing to the offender and bawling him out. The supervisor should listen attentively and attempt to understand the officer's point of view in order to discover the causes of his behavior. When this is accomplished, the supervisor will be in a position to study the causes to determine if they can be eliminated, thus preventing recurrences of the problem. "Obviously, it is better to

eliminate the causes than to punish the symptoms."<sup>20</sup>

The applicable policies, procedures, and rules, along with the reasons for them, should be explained to the officer so that he can recognize the need for conformance. The interview should be terminated in such a way that the officer leaves in a positive frame of mind, believing that he was disciplined because of what he did, and not because of who he is, and that the punishment he received, if any, was deserved.

A supervisor must also weigh any mitigating or aggravating circumstances that may exist. Before any final action is taken, a supervisor should determine if the subordinate was afforded proper training, whether he was instructed properly, and whether he had adequate time to perform the required task. In addition, the supervisor should be able to answer the following questions:

- (a) Employee's length of service?
- (b) Employee's personnel record?
- (c) Work history and performance?
- (d) Was the action the result of a real misunderstanding, was it deliberate or inadvertent?
- (e) Was the violation premeditated?
- (f) Was there provocation?

#### *F. What forms of discipline to use?*

There is a variety of measures available to supervisory personnel for use in disciplinary matters. Some less serious matters he will handle completely by himself. He will merely initiate action and make recommendations in more serious instances. In addition to corrective measures of an instructional nature mentioned above, penalties available are:

- 1. Oral reprimand.
- 2. Written reprimand.

3. Fine.
4. Transfer of assignment or shift rotation.
5. Suspension.
6. Extra duty assignments.
7. Demotion.
8. Discharge.

The specific action to be taken depends upon two contingencies:

1. the seriousness of the offense, and
2. any mitigating or aggravating factors which should be taken into account.

### **Grievances and Appeals**

It is imperative to note that a supervisor's actions in disciplinary matters will be subject to review, either by other employees, his supervisors or outside bodies such as civil service appeal boards. Many organizations have a formal procedure by which employees can file and air their complaints. This step is important because it usually reveals matters about which an employee and his immediate supervisor are at serious odds and concerning which prior conciliatory steps have failed. Moreover, what a supervisor must sometimes decide in haste, others can review at leisure!

Such procedures are established to form a communication link between the patrolmen and the top levels of the hierarchy. It enables them to obtain feedback on issues that otherwise might be explosive and damaging to the men and the organization.

All disciplinary action should, therefore, be recorded to safeguard the employee from indiscriminate action. Arbitrary exercises of power are no longer tolerated in most organizations in the United States. Disciplinary measures must be fair, firm, and based on fact.

Proper recording and documentation will also serve to protect the supervisor from charges that the action taken was unfounded, unjust

or unfair. "The reason why 'guilty' employees are acquitted at higher stages of the grievance procedure is usually that the supervisor has failed to gather evidence, to be consistent in his application of discipline, or to communicate the requirement of the job to employees."<sup>21</sup>

As previously noted, all disciplinary action should be recorded, including oral reprimands. The supervisor should make a record noting the time, facts, warning, and the employee's reaction. Departmental guidelines should set out whether records of such reprimands should remain with the supervisor or if they should be included in the employee's personnel file as well as the length of time the record should be maintained. Some departments follow a policy of destroying notices of such reprimands after each performance rating period; others maintain such records for a specific length of time, such as six months, one year, 18 months, etc.

Other disciplinary action of a more serious nature should be in letter form with copies going to the employee and the employee's personnel file. Additional copies may be prepared for the supervisor or appeal board if one exists.

The letter should include the following:<sup>22</sup>

1. Brief statement of the facts, to include the date, time, conduct, actions involved, effect of actions, locations, etc.
2. The departmental rule that was violated.
3. Prior written or oral warning.
4. The fact that the letter constitutes notice of a written reprimand, suspension, or other action.
5. If a disciplinary suspension, state exactly when the suspension begins and ends; i.e., the date and time, not only the number of days.
6. That the department thought the reprimand or suspension would provide the officer with an opportunity to correct his conduct or actions in the future.
7. That you, as his supervisor, are willing to assist the officer wherever you

can in correcting his actions.

8. That future violations of departmental rules will subject the officer to further disciplinary action.

### **Conclusion**

This article has treated the subject, discipline, with consideration being given to both its instructional and punitive aspects. The purposes of discipline in an organization were set forth along with some guidelines for the supervisor who is charged with handling disciplinary matters. TM

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## SECRET SERVICE

(Continued from page 6)

counterfeit \$20 notes which had made their first appearance in the Los Angeles area several days earlier. He arranged for an undercover agent to meet the suspect. An initial sale of \$2,000 was completed and an order placed for an additional \$200,000 in counterfeits.

Two days later, a second informant advised he had met the same suspect and had accompanied him to a Los Angeles apartment house where he had met the printer of these notes. Noting that the address furnished by the informant was within a half-block of a print shop operated by a former counterfeiter, agents determined that the ex-counterfeiter had recently purchased a supply of paper identical to the brand used to produce the counterfeits.

### The Arrests

The first suspect was arrested on August 10, 1968, while making the \$200,000 delivery to the undercover agent. Simultaneous raids were conducted at the suspect printer's shop where he was arrested and \$400,000 in counterfeit notes were seized. At his apartment, where his brother was apprehended, an additional \$200,000 in notes were found.

This printer was first arrested on counterfeiting charges by our Chicago office in 1958 and received a 5-year sentence. He was again arrested in Los Angeles in 1963 and served 4 years of a 9-year sentence on a second counterfeiting charge. He was on parole at the time of his most recent arrest and has since received an additional 3-year sentence.

An investigation of a potentially dangerous counterfeiting conspiracy which occurred in fiscal 1969 gained its initial impetus with the arrest of a passer in San Francisco in Decem-

ber 1968. The passer agreed to cooperate with the Secret Service and introduced an undercover agent to his source. Involved negotiations between the agent and the suspect continued for several weeks without significant results. In late January 1969, the agent was finally able to complete a purchase of less than \$1,000 in counterfeit notes and to make arrangements for later delivery of \$50,000 to take place in Columbus, Ohio.

### Over \$1.5 Million

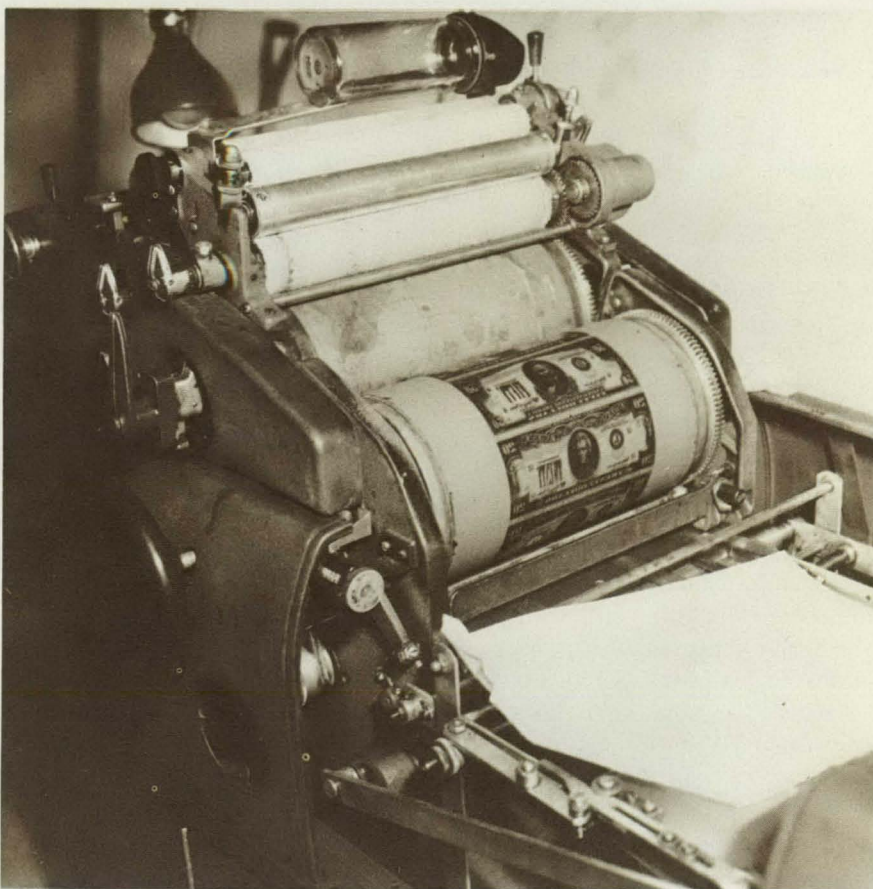
Agents and Columbus detectives observed the distributor arrive without baggage at the Columbus Airport on February 4, 1969, and followed him to a nearby motel where he met with the undercover agent and confirmed arrangements for the second delivery.

Agents had learned during this investigation that the distributor's uncle, who was a Columbus resident, was also active in this case.

As the distributor left the undercover agent's room to get the counterfeit, other agents were tailing his uncle to the motel where the two met in the parking lot and an airline flight bag changed hands.

The distributor took the bag to the agent's room and was arrested while making the delivery. The uncle was arrested several miles away by agents and police after it was learned that the distributor had been apprehended.

The uncle's residence was searched following his arrest. Agents found over \$1.5 million in counterfeit notes, the printing plates, press, and other equipment hidden in a concealed room constructed in the attic.



This offset press, with the images of counterfeit notes visible on its rollers, was recently seized by Secret Service Agents when they raided a counterfeiting plant.



This special security vehicle developed for the Secret Service to use in motorcades incorporates the latest in security design and equipment.

Both defendants subsequently entered guilty pleas and received 10-year sentences.

### **Forgery**

Forged government check cases investigated by the Secret Service during the past fiscal year totaled 42,923 and involved more than \$4,500,000. A total of 2,119 persons were arrested for government check violations.

Also investigated were 13,692 cases involving the forgery and fraudulent negotiation of U.S. savings bonds having a maturity value of \$1,191,000 and resulting in the arrests of 113 persons.

The majority of the forged checks are stolen from mailboxes in private homes and apartment houses and on occasion from Post Office mailboxes.

The check forger can be an individual working alone, a husband and wife team, or an organized gang. There are forgers who operate on a nationwide basis. Others work regionally and most of them in a particular area or city. Often each member of a forgery gang will have a specific

job; one member will steal the check, a second signs the check, and a third conspirator passes the check.

As with the counterfeiting of currency, the complete confidence the public shows in U.S. Government checks is an asset to the check forger. Many people will accept a check or bond without asking for proper identification or taking steps to determine if a check is in the possession of the rightful owner.

Individuals cashing a U.S. Government check should compare the purpose for which the check is drawn, which is stated on the face of the check, with the person presenting it. For example, an 18-year-old girl should not be cashing a Social Security check intended for a woman at least 62 years of age.

Forgery losses would be greatly reduced if people who cash government checks knew the endorser.

An investigation involving the forgery and negotiation of 41 stolen U.S. savings bonds, with a maturity value of about \$8,000, began in Memphis, Tenn., in late March 1968. The

bonds had been stolen during the burglary of the home of a retired railroad employee and his wife in Flushing, N.Y.

On March 25, 1968, a man attempted to cash 10 of these bonds at a bank in Memphis, using as identification what purported to be a State of New York chauffeur's license bearing the name of the registered owner of the bonds. The license also contained a photograph of the man who presented the bonds.

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**"Forgery losses would be greatly reduced if people who cash government checks knew the endorser."**

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Upon being questioned by a bank employee for references, the man departed the bank leaving the bonds and license, saying he would return with additional information. The bank subsequently contacted the Memphis Secret Service office, which advised that the bonds had been stolen.

Contact with other banks by the Secret Service in the Memphis area revealed that this man had cashed many bonds throughout the city.

Inquiries in Memphis and New York revealed the photograph on the license to be that of a butcher currently employed in Florida.

A warrant was obtained and he was arrested on December 3, 1968, in Opa Locka, Fla. The suspect disclaimed any knowledge of the bond forgeries. He admitted that the picture on the license was of himself; however, he claimed that someone who resembled him must have used his photo for the counterfeit chauffeur's license.

However, a ninhydrin examination of the 41 bonds disclosed fingerprint impressions of the subject on a substantial number of the bonds.

On August 27, 1969, the defendant was tried by jury at Memphis, Tenn., and was found guilty of forging and uttering these bonds at Memphis. On August 28, he received a 5-year sentence.

During the course of the trial, he named two individuals as the source of these bonds. He further stated he came to Memphis with these subjects and another party and was forced to forge and cash the bonds. These subjects were prosecuted and convicted in Little Rock, Ark., for offenses of a similar nature.

### Conclusion

The methods employed by the Secret Service in suppressing counterfeiting and forgery include not only intensive investigations and improved enforcement techniques but also informing and educating the American public as to the methods used by the counterfeiter and forger. The Service feels that an informed and educated public will always be ready to support law enforcement and thereby be a strong foe of the underworld. ®

# INVESTIGATORS' AIDS

*Saunt to Bishop Memo 1-28-70*

*Re: NCIC Weekly Status*

## NCIC RESULTS

Recently, two highway patrolmen in a southern State stopped an automobile with out-of-State license plates for a minor traffic violation. An NCIC inquiry concerning the car and the 4 occupants resulted in a "no record" response; however, the patrolmen observed a pistol in the vehicle. An NCIC check was made on the gun and information received indicated the gun had been taken in a burglary in another State. With this information, a further search was made and money orders amounting to \$4,000 were discovered. A check of the NCIC stolen securities file showed the money orders were taken in the same burglary as the gun.

The four subjects were arrested and returned to the State where the burglary occurred for prosecution.

## NEW FBI BOOKLET

A new publication entitled "Defensive Tactics" has recently been published and released by the FBI. The booklet, a revised, up-to-date combination of a previous publication by the same title and a second one entitled "Disarming Methods" is restricted to members of duly authorized law enforcement agencies. Interested departments may obtain copies free of charge in limited quantities for their training academies or training personnel by submitting requests on department letterhead to the Director, Federal Bureau of Investigation, Washington, D.C. 20535.

*"Hot Sheet" SAC,*

*Honolulu 12-22-69*

## SURFBOARD SHIPMENT

A freight handler for an airline, while unloading a plane at the Honolulu International Airport, noticed that a surfboard that had been shipped from California was damaged. Being an ardent surfer himself, he knew that the owner would be upset so he notified the claims agent of the airline.

When the claims agent inspected the surfboard, he discovered that it had been hollowed out and a package of narcotics had been inserted and covered over with a coating of fiberglass.

When the surfer showed up to claim his surfboard, he was arrested on a charge of receiving illegal drugs.

## SMALL PRISONER ESCAPES

Being small in stature has its advantages, especially if you are locked up in jail and you want to be free.

A criminal had been sentenced to 180 days in jail and \$330 in fines for resisting arrest, disorderly conduct, and escape from a city jail.

The prisoner, who is less than 5 feet tall and weighs about 90 pounds, used his smallness to advantage in escaping. He slipped through a vented window which was not more than 6 inches in height and dropped one floor out of the window into a breezeway in the center of the building.

The only door out was through the radio maintenance department and the prisoner opened the door and walked past the two radio men on duty and out of the building to freedom.

*Birmingham 3-14-70*  
*Human Interest Item*

## THE CREDIT CARD

(Continued from page 15)

major weakness in the security of credit cards. They operated without adequate controls as to the number of cards printed, number of cards rejected, or even the number of cards shipped, and without even the rudimentary protection of alarms, patrols, and the like. The completed cards were transferred in bulk as ordinary printed material with no more care than was given to a shipment of calendars.

In the plant, on the way to the credit card issuer, and even on the premises in many of the issuing offices, they were regarded as documents having a value of but a few cents each, based upon the cost of their manufacture.

Only in the past 3 years has that segment of the printing industry involved in the manufacture of cards begun to heed security. Manufacturers have not yet brought their standards to a level comparable to that of the U.S. Bureau of Engraving and Printing or of banknotes and securities printing companies.

Once printed, the cards are embossed by machines operated by a typewriter-like keyboard or by a punch tape similar to those used on a teletype machine. The text is put in the card by predetermined heat and pressure.

Many credit card issuers, like American Express, do embossing on their own premises by their own full-time employees, under optimum security. Other issuers, however, have this process done off premises by the printer of their cards or by one of the service bureaus that has entered this field.

There have been several major burglaries of these service bureaus in this country and in Canada. In some of these, thieves made off not only with large stocks of blank cards, but also with the embossing machines as well. An example of potential criminal loss in this area is the case involving an operator of the company employed by one of the travel and entertainment card companies. This employee, in the course of his employment, managed to steal and illegally emboss approximately 3,000 cards, which then found their way into underworld use.

Like all other printed material, credit cards can be counterfeited. A counterfeit credit card is a major potential threat to all issuers.

American Express has had only one experience with a counterfeit credit card in its entire history. It happened 3 years ago and counterfeits circulated for about 6 months. A series of 40 arrests were made in this country, Canada, Puerto Rico, and Mexico. While the plates were never recovered and the identity of the printer never proved, the use of these counterfeit cards discontinued in the autumn of 1967 and not a single counterfeit has appeared since. To combat the possibilities of new counterfeits, American Express continues to make changes in its card, building into it security features not readily subject to capture by a camera lens.

All card issuers have a responsibility to protect the integrity of their cards in their own offices where cards, lists, and other confidential information are available to employees. Dishonest employees have been a problem for many firms in the business.

(To be continued next month)

## Scientific Aid

### PAPER MATCHES IDENTIFY THIEF

Early one morning a police department in a midwestern State received a report of a stolen car. The stolen vehicle was spotted by an officer in a patrol car who gave chase but lost it in heavy traffic.

Later that day, the stolen car was found abandoned in a cornfield near the city limits. In the car's ashtray

were 3 burned paper matches. Investigation led to the arrest of a suspect, and a partially used book of matches was found on his person.

The burned matches from the stolen vehicle's ashtray and the partially used book of matches were sent to the FBI Laboratory for examination. Ex-

amination revealed that 2 of the 3 burned paper matches were torn from the partially used book of paper matches.

An expert from the Laboratory testified to his findings in State court. The suspect was found guilty by a jury and sentenced to serve 3 years in prison.

Source: 11L # 824

## COSTLY FREE RIDE

A fugitive, being sought by the FBI on the West Coast, decided to hitchhike to another city where he was less known.

An informant called to advise that the subject was being driven to the freeway where it would be easier for him to catch a ride. His description was given, including the clothing he was wearing.

Using this information, two Agents drove to the location where the subject had allegedly been taken. They observed two male hitchhikers and one fit the description of the fugitive.

As the unmarked FBI car approached the two men, the subject signaled for a ride. When the car stopped, the fugitive unsuspectingly entered the vehicle. Needless to say, when he learned the identity of his "benefactors" and that his destination would be the local jail, he quickly realized that a free ride is sometimes costly. *Used in April, 1970.*

*FBI Notes*

## STOLEN CAR IDENTIFICATION

A police department in the South, while investigating stolen car cases, discovered another method used by car thieves to change vehicle identification numbers.

The thieves obtain papers on a particular type vehicle and then after stealing a similar type vehicle they proceed to change the vehicle identification number of the car to match the one on the papers.

Using plastic tape to match the dashboard of the car, they use a tape-writer to make the different number. This taped number is then placed over the regular vehicle identification number and sprayed with paint similar to the color of the tape to give it an original appearance.

*"Hot Sheet" SAC,  
1970 Tampa 3-13-70*

## QUOTABLE QUOTE

*"The seeming anxiety of judges to protect every accused person from every consequence of his voluntary utterances is giving rise to myriad rules, sub-rules, variations and exceptions which even the most alert and sophisticated lawyers and judges are taxed to follow. Each time judges add nuances to these rules we make it less likely that any police officer will be able to follow the guidelines we lay down. We are approaching the predicament of the centipede on the flypaper—each time one leg is placed to give support for relief of a leg already "stuck," another becomes captive and soon all are securely immobilized. Like the hapless centipede on the flypaper, our efforts to extricate ourselves from this self-imposed dilemma will, if we keep it up, soon have all of us immobilized. We are well on our way to forbidding any utterance of an accused to be used against him unless it is made in open court. Guilt or innocence becomes irrelevant in the criminal trial as we flounder in a morass of artificial rules poorly conceived and often impossible of application."*

—Judge Warren E. Burger (now Chief Justice of the United States), United States Court of Appeals, District of Columbia Circuit, dissenting in *Frazier v. U.S.*, 419 F.2d 1161 (1969).

## NEW SHOES FOR PRISONER

A pair of black loafer-type shoes delivered to an east coast county jail in a brown paper bag was destined for a Federal prisoner awaiting transportation to a southern State to face bank robbery charges.

An officer at the jail made a close inspection of the shoes before giving them to the prisoner and discovered four hacksaw blades inside the soles. The blades were inserted in the shoes by removing the soles and sewing new soles on.

A 25-year-old man was charged with aiding in a prisoner's escape attempt.

*"Hot Sheet" SAC  
Baltimore  
12-29-69*

## "STAINED GLASS" DISGUISE

During the course of an FBI investigation of bank burglary, one of the items recovered from the scene was a plastic Christmas mural-type decoration used on windows and glass doors to give them a "stained-glass" effect. On the day of the burglary the mural was on the inside of the door; however, it was found on the outside of the door at the time the burglary was discovered.

The burglars gained entry by breaking the glass in the door. They then switched the mural to the outside to cover the broken glass, and to give the effect that nothing was wrong.

*"Hot Sheet" SAC,  
Cincinnati  
1-12-70*

# WANTED BY THE FBI



**BARRY DOUGLAS BRANCH**, also known as: **Joe W. Bailey, Barry Douglass Branch, Jessie Vernon Cossey, Grover M. Crowder, Jr., Jerry Eygene Sanders, George W. Shorter.**

## Interstate Stolen Automobile

Barry Douglas Branch is being sought by the FBI for interstate transportation of a stolen motor vehicle.

Branch, an escapee from the Shelby County, Tenn., jail, was arrested on September 7, 1967, by the Gadsden, Ala., Police Department in possession of a vehicle reportedly stolen in Forest Park, Ga. On December 6, 1967, he escaped from the Bryce Mental Hospital at Tuscaloosa, Ala., where local authorities had placed him for observation. A Federal warrant for Branch's arrest was issued on May 15, 1968, at Birmingham.

Branch has been convicted of interstate transportation of a stolen motor vehicle, burglary, and forgery.

## Description

Age ----- 29, born Apr. 8, 1941,  
Memphis, Tenn.  
Height ----- 5 feet 11 inches to 6 feet.  
Weight ----- 150 pounds.  
Build ----- Medium.  
Hair ----- Brown.  
Eyes ----- Blue.  
Complexion -- Medium.  
Race ----- White.  
Nationality -- American.  
Scars and

marks ----- Scar above right eye, vaccination scar on upper left arm, scar on right middle finger, tips of fingers on left hand scarred.

Occupations -- Clerk-typist, guitar player, salesman, stenographer.

FBI No. ----- 977,631 C.  
Fingerprint classification ----- 18 O 5 U O O O 16  
I 17 U O O O

## Caution

Branch has been armed with a shotgun and pistols in the past and should be considered extremely dangerous.

## Notify the FBI

Any person having information which might assist in locating this fugitive is requested to notify immediately the Director of the Federal Bureau of Investigation, U.S. Department of Justice, Washington, D.C. 20535, or the Special Agent in Charge of the nearest FBI field office, the telephone number of which appears on the first page of most local directories.

## "TORCH MAN" DOES DISAPPEARANCE ACT

Three inmates in a small county jail were discussing the best method of effecting their escape. One of the inmates, a "torch man" with prior convictions for safe burglary, convinced the others that his modus operandi of getting into safes would be a good method for getting out of jail.

A scheme was worked out with accomplices on the outside. One night the prisoners made a rope out of bed sheets and lowered it from the second floor cell to the ground where the waiting accomplices tied a cutting torch to it. The torch had extra long tubes allowing the tanks of oxygen and acetylene to remain on the ground.

After pulling the torch inside, the "torch man" used it to cut the cell bars. A long rope tied to the rear of a car and attached to the cell bars was used to pull the bars completely out of the cell allowing the inmates to escape.

*"Hot Sheet" SAC, Jackson  
2-12-70*

## IT PAYS TO DOUBLECHECK

Recently, a midwestern State highway patrol impounded a number of motor vehicles and made a check of the FBI NCIC with negative results. Later, the abandoned cars were again checked through the NCIC, and the patrol learned that two of them were listed as stolen. The entries had been made after the initial check was made.

*H. Daint to Bishop Memo  
12-10-69*

## NEW POSTER

The poster shown on the opposite page concerning auto theft is available in limited quantities free of charge to interested individuals and organizations. Requests for copies should be forwarded to the Director, Federal Bureau of Investigation, Washington, D.C. 20535.

## FBI Law Enforcement Bulletin



# Help Prevent

# AUTO THEFT!

**DON'T** leave your keys in the ignition.

**DON'T** leave car doors unlocked or windows open.

**DON'T** leave packages, clothing, or articles inside car where they are visible.

**DON'T** leave car unattended on expressway or superhighway.

**DON'T** be careless just because your car is fully insured. Thefts increase insurance costs, and thieves use stolen cars to commit more serious crimes.

**DO** keep a record on your person of your license number and vehicle identification number.

**DO** notify police immediately if you believe your car has been stolen.

**DO** report to police any suspicions or information you have concerning car thieves.

**DO** your duty as a citizen. Help teach young people that "joy-riding" in a stolen car is a serious crime.

**DO** be car theft conscious. Avoid mental lapses and habits that make it easier for car thieves to strike.

*J. Edgar Hoover*  
DIRECTOR, FBI



The FBI has investigative jurisdiction over interstate transportation of stolen motor vehicles. Persons with information concerning these violations are requested to notify immediately the Special Agent in Charge of the nearest FBI field office, the telephone number of which appears on the first page of most local directories.

UNITED STATES DEPARTMENT OF JUSTICE  
FEDERAL BUREAU OF INVESTIGATION  
WASHINGTON, D.C. 20535

OFFICIAL BUSINESS

RETURN AFTER 5 DAYS



POSTAGE AND FEES PAID  
FEDERAL BUREAU OF INVESTIGATION

## INTERESTING PATTERN



The interesting pattern presented here consists of a combination of a loop over a central pocket loop and contains three deltas. This impression is classified as an accidental whorl. The tracing, which is inner, is obtained by tracing from the extreme left delta toward the extreme right delta.